2014-2018

USDA Information Technology Strategic Plan

Office of the Chief Information Officer

United States Department of Agriculture (USDA)
Official Authorization

The signature below endorses this document as being representative of the USDA IT Strategic Plan.

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FOREWORD (AXXB)

Here I am in March 2012, a scant 6 weeks before coming upon the sharp curve in my career path that brought me to OCIO. I was at Heidel Hollow Farm in Lehigh County, PA, celebrating the successful Rural Energy for America Program grant that had financed a solar-powered compressor to squeeze air from bales of hay for a growing export market. Why pay to ship air overseas? Technological advances in energy and equipment enabled this farm family to engage in a whole new line of business.

Just as squeezing air out of hay increases the capacity of the cargo ship transporting it, squeezing duplication of effort and cost out of IT administrative functions increases our capacity to support an ever evolving, and facilitate an ever-expanding, set of USDA mission priorities. A larger ship is unlikely in our current budget environment. We simply must make the best possible use of the $2.6 billion of capacity we have.

As we look to the future, we renew our commitment to consolidating our more than 250 IT investments for greater efficiency. We are combining some, eliminating others as we continue modernization efforts for long-standing programs renewed in the new Farm Bill. And, as always, the Farm Bill contains new programs to meet current challenges. For the USDA IT community to succeed as strategic partners with our business leaders, we have to free up resources to assist with planning and implementation of new requirements.

But, our need for strategic thinking does not stop with the key initiatives already underway supporting the Secretary's Blueprint for Stronger Service and directives from OMB. Increasing our ship's capacity means maturing corporate governance and cooperative efforts among and between USDA's component agencies and the Department. It means a holistic look at our IT workforce and opportunities for development across USDA, making us an employer of choice for IT professionals committed to public service. It means embracing emerging workforce trends outside of the GS-2210 series in which scientists are managing databases, actuaries are using satellite imagery to stop fraudulent crop insurance claims, and everyone from loan officers to economists are creating geospatial tools to inform their work. It means staying ahead of trends to enable a modern, mobile workforce that often works in remote rural areas with little access to high-speed broadband. It means making appropriate data sets available to those who can use them for new economic opportunities. And, it means staying ahead of those who would compromise our employees, our customers and regulated companies, and information about them. I am pleased to present the USDA IT Strategic Plan, Fiscal Year (FY) 2014-2018. Its purpose is to communicate our short and mid-term priorities, and guide a process to achieve intended outcomes. There has never been a more exciting time to be in the CIO role, and I am grateful for the outstanding IT professionals across USDA who will help the Department meet these challenges.

Cheryl L. Cook,
Chief Information Officer
United States Department of Agriculture

Information Technology (IT) Mission Statement

USDA's Information Technology mission is to enable citizens, employees, and partners to seamlessly access and exchange information and services to sustain, protect, and enrich the global food supply, strengthen the Agricultural commodity supply chain, improve land management and water quality, preserve our nation's forests and wild lands, and promote U.S. rural prosperity, foreign trade, and marketing.

IT Vision Statement

USDA's Information Technology community will enable producers, farmers, and the public to access USDA products and services any time, any place.

Strategic Goals

USDA has six IT Strategic Goals to support achievement of the Mission and Vision, and provide a tangible and actionable structure to produce results and achieve desired outcomes.

Strategic Goal 1:	Align IT investments with mission and business priorities.
Strategic Goal 2:	Enable innovative business driven solutions by simplifying and unifying information technology.
Strategic Goal 3:	Optimize the use and value of information technology.
Strategic Goal 4:	Protect and defend the enterprise information infrastructure, critical assets, and capabilities.
Strategic Goal 5:	Enable information as a strategic asset for decision makers and citizens at any level.
Strategic Goal 6:	Develop a high-performing workforce to support the USDA mission today and tomorrow.

Strategic Framework: The IT Strategic Plan is linked to and supports all of the USDA Strategic Goals. (AXXA)

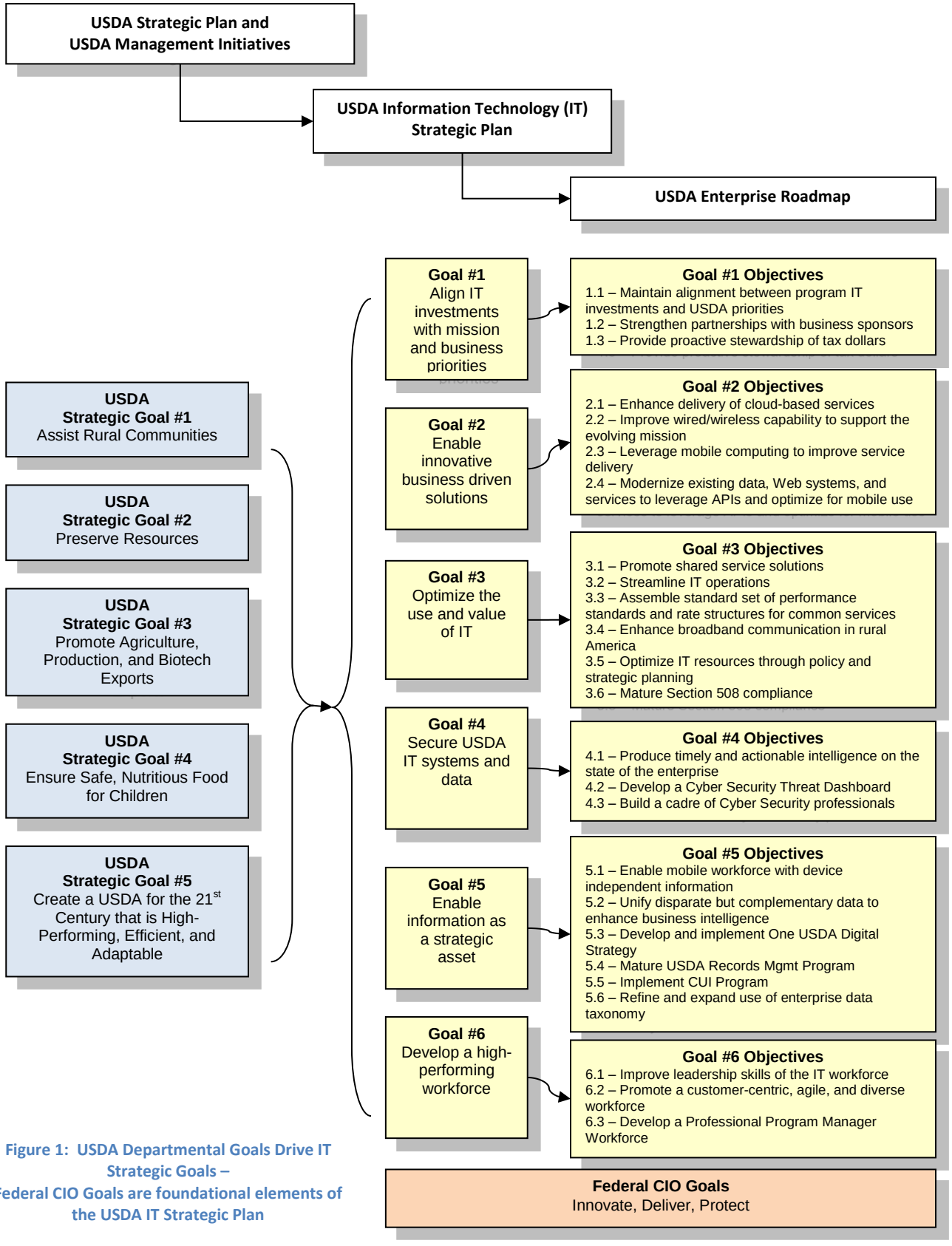


Figure 1: USDA Departmental Goals Drive IT Strategic Goals – Federal CIO Goals are foundational elements of the USDA IT Strategic Plan

Goal #1: Align IT Investments with mission and business priorities. (AXXA), (AXXB), (CXXA), (CXXB), (CXXC), (CXXD), (CXXE), (CXXF), (EXXA)

Objective 1.1: Maintain alignment between Program IT investments and USDA priorities throughout the investment life cycle. (AXXA), (CXXA), (CXXD), (EXXA)

Key Performance Indicator: Assessment of investments through Capital Planning and Investment Control (CPIC) monthly portfolio reporting.

Strategy Elements

- Create an inclusive governance process to make investment decisions and prioritize spending.
- Implement a process to monitor and ensure earned value and return on investment throughout the lifecycle of the IT system.
- Utilize PortfolioStat and TechStat reviews to determine an IT investment's compliance with scope, schedule, and budget parameters in order to improve performance.
- Use the portfolio management and CPIC to identify and eliminate redundancies.
- Identify business process innovations and deliver innovative business solutions; not simply IT solutions.

Objective 1.2: Strengthen partnerships with business sponsors. (AXXB), (CXXB)

Key Performance Indicator: Assessment of engagements with Business Sponsors and overall impact on the CPIC results.

Strategy Elements

- Leverage Senior Management Oversight Councils to provide guidance and oversight on major modernization initiatives.
- Engage business sponsors in strategic IT planning.
- Participate in development of business requirements of major modernization initiatives to optimize development and delivery of IT solutions.
- Implement outreach to business sponsors on benefits of shared solutions.
- Review and refine IT policy and regulations to make guidance actionable and eliminate gaps and overlaps.

Objective 1.3: Provide proactive stewardship of tax dollars to ensure IT investments deliver maximum performance and value to the mission. (CXXC)

Key Performance Indicator: Assessment of the development, modernization, and enhancement (DME) to obtain an optimum balance of the Department's IT investments at the lowest cost with minimal risk while ensuring mission and business goals are met.

Strategy Elements

- Apply a standardized and rigorous framework for measuring IT investment's value to the agency and department.
- Perform formal governance gate reviews of major IT investments to determine the optimum path forward, which could include termination of the investment.
- Demonstrate geographically where business benefits are enabled through the use of IT investments to address USDA priorities and public value.

Mission Spotlight: Integrated Governance Lifecycle Management (CXXA), (CXXE)

USDA's overall guidance and direction is provided by the Secretary and Deputy Secretary of Agriculture, with the Under and Assistant Secretaries providing leadership in the seven Mission Areas plus staff offices. The CIO has primary responsibility for supervising and coordinating the design, acquisition, maintenance, use, and disposal of IT goods and services. Through the implementation of an enterprise-wide governance process, the CIO brings together USDA Agencies, Staff Offices and internal IT resources to promote department-wide technology innovations and operations that provide high-value return on investment.

USDA has developed a comprehensive IT governance process that incorporates an Integrated Governance Framework and provides the executive teams with a process for reviewing investments and providing guidance to investment managers throughout a project's life cycle. The framework integrates Capital Planning, Program Management, Enterprise Architecture (EA), Security, and the budget process. USDA reviewers and decision-makers evaluate program performance on planning, acquiring, designing, developing, constructing, testing, implementing, operating, maintaining, and retiring IT, as well as on sound management of facilities, hardware, software, and personnel that are associated with those IT investments. Figure 2 depicts the Integrated Governance Framework.

USDA IT Integrated Governance Framework

Governance Reviews by Lifecycle Phase

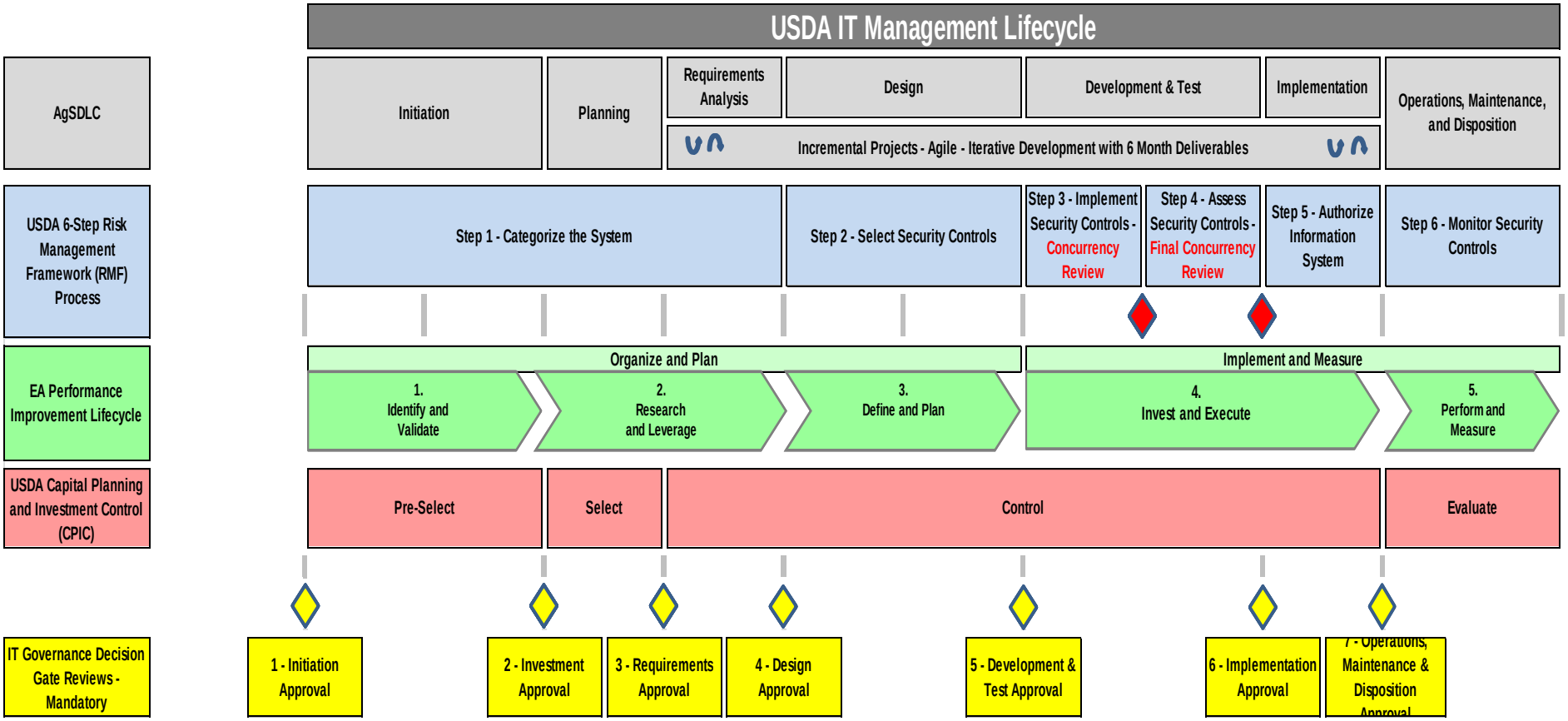


Figure 2: IT Integrated Governance Framework

Goal #2: Enable innovative business driven solutions by simplifying, and unifying information technology. (BXXB), (GXXA), (HXXA)

Objective 2.1: Enhance Delivery of Cloud-based Services to the Enterprise. (BXXB), (GXXA), (HXXA)

Key Performance Indicator: Assessment of the usage and diversity of cloud-based services to drive improved price performance capabilities.

Strategy Elements

- Continue to build public and private "infrastructure as a service" (IaaS) as the hosting platform of choice to facilitate implementation of the Federal Data Center Consolidation Initiative to increase mission effectiveness and efficiency.
- Expand compute and storage "capacity on demand" cloud services.
- Deploy "software as a service" on common enterprise platforms on which performance and customer use behavior is measured so as to iteratively improve services.
- Achieve FedRAMP (Federal Risk and Authorization Management Program) authority to operate as a government Cloud-Service Provider (CSP).

Objective 2.2: Improve wired and wireless capability to support the evolving mission. (GXXA), (HXXA)

Key Performance Indicator: Assessment of improvements in network capacity and performance.

Strategy Elements

- Implement a One USDA network.
- Implement "capacity on demand" network to support evolving technology-based collaboration capabilities.
- Develop a portfolio of access service options for the "last mile" segments.
- Leverage unused broadband capacity to cross-service other agencies and rural communities where applicable.

Objective 2.3: Leverage mobile computing to improve service delivery in the field and to public stakeholders. (BXXB)

Key Performance Indicator: Assessment of improvements in the ability to deliver services in the field.

Strategy Elements

- Implement enhanced Mobile Device Management (MDM) Functionality.
- Build Enterprise-wide Mobile Application Management.
- Engage with customers to improve priority customer-facing services for mobile use.
- Expand mobility productivity services (e.g., email, office productivity and collaboration suite, wireless Local Area Network (LAN)).
- Ensure appropriate operational data is geo-coded to support map visualization and spatial analysis.

Objective 2.4: Modernize existing data, Web systems, and services to leverage Web Application Programming Interfaces (APIs) and optimize for mobile use. (BXXB)

Key Performance Indicator: Assessment of data, system and service utilization, and access by mobile and other devices.

Mission Spotlight: Federal Data Center Consolidation Initiative (BXXB), (HXXA), (HXXC)

The USDA Data Center Consolidation Initiative has achieved a number of significant successes including:

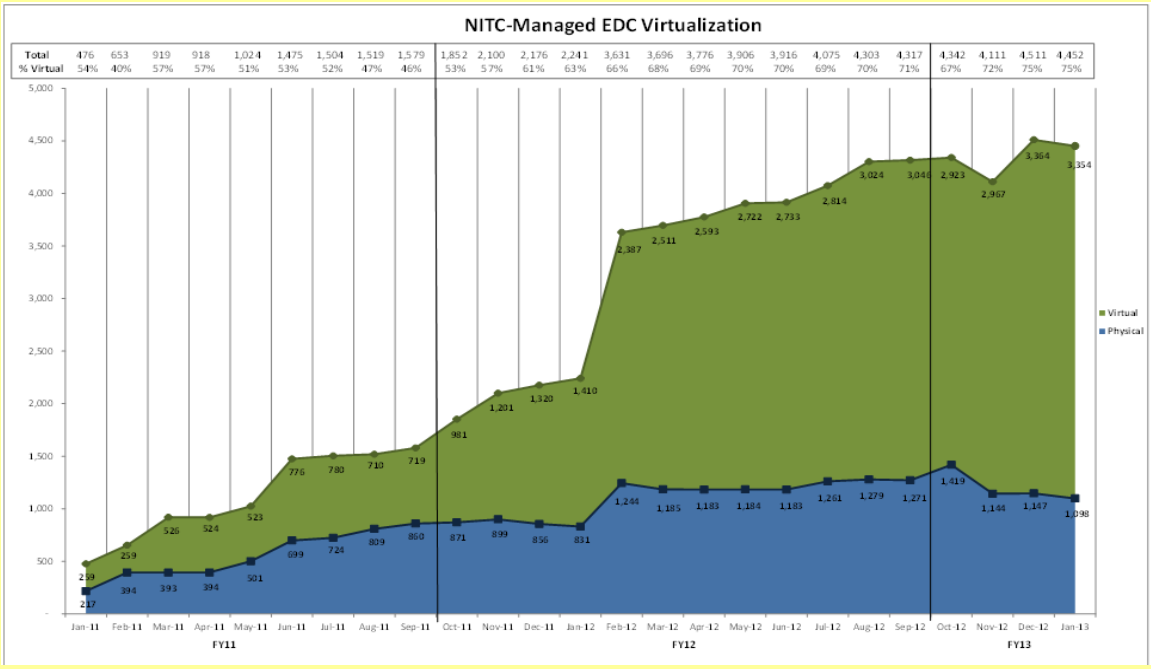
- ***In accordance with the Administration's Cloud First policy, USDA developed a private cloud shared services offering consisting of Infrastructure as a Service (IaaS) and Platform as a Service (PaaS) that serve as the virtual platform for the vast majority of applications at USDA. Figure 3 shows the amazing growth USDA's data center consolidation effort has achieved between January 2011 and January 2013. It also illustrates USDA's use of cloud services to provide the most cost effective approach to managing the environment. These environments operate at average utilization rates of 55-65% versus the 10-20% average utilization rates typically found across the Department's legacy server environments. Additionally, substantial gains in uptime, security, recoverability, and reduced capital/operating costs have been realized due to 34 agency data center closings.***

- ***The USDA Enterprise Data Centers have achieved economies of scale that have driven an average 22% rate decrease for its Private Government Cloud IaaS and PaaS in FY 2013. For current customers, this equates to a $19.4M savings in FY 2013, as compared to FY 2012 rates and volumes. This outstanding result is primarily due to data center consolidation within USDA as well as growth of non-USDA customers (e.g., General Services Administration (GSA), Federal Acquisition Institute (FAI), Heath and Human Services (HHS), Office of the Inspector General (OIG)).***

- ***The Enterprise Data Centers, have established a Contingency Management Program (CMP) to ensure organizational resilience and to optimize product and service availability. The CMP includes a comprehensive set of plans that address business continuity, incident response, and management, Continuity of Operations (COOP), and technology recovery. The St. Louis Data EDC is the designated Disaster Recovery Center. The DRC is utilized to provide prompt***

restoration of system functions following an event that disrupts normal operations. Systems recovered at the St. Louis EDC include the USDA Shared Mainframe, and both the IaaS and PaaS operating environments. Systems recovered at the St. Louis EDC utilize one of several standard recovery methods including: commercial recovery tools, recovery from replicated application and data files, recovery from virtual or physical tape, and/or active failover. Near 100% replication of the primary production facility allows for seamless recovery in the event of true disaster.

- *Additionally, the EDC can provide assistance to customers with their Disaster Recovery planning, coordination, and incident response based on the customer's Business Impact Analysis, Recover Point Objectives, Recovery Time Objectives, and overall recovery priority.*



In the last 25 months, the National Information Technology Center has effectively managed a total growth of 935% with a 1295% growth in virtualization of its data center.

Figure 3: USDA Enterprise Data Center Virtualization

Goal #3: Optimize the Use and Value of Information Technology (BXXA), (BXXC), (CXXG), (HXXA), (HXXB), (HXXC), (IXXB), (IXXC)

Objective 3.1: Promote shared service solutions. (BXXC), (CXXG), (HXXA), (HXXB), (HXXC)

Key Performance Indicator: Assessment of the usage of shared service/strategic sourcing solutions and associated cost savings/avoidance.

Strategy Elements

- Utilize USDA Enterprise Architecture to identify opportunities for strategic sourcing and to consolidate duplicative systems.
- Develop and refine an Enterprise Roadmap that sets the course for technology across the enterprise leveraging Enterprise Architecture Standards.
- Leverage the USDA Information Technology Strategic Sourcing Plan and other strategic sourcing solutions for common products and services.
- Implement a "shared first" approach when acquiring new products and services.
- Continue to evaluate existing distributed IT commodity services to identify opportunities for consolidated enterprise solutions.
- Prioritize the use of shared services where the service need is common across multiple entities in the enterprise.
- Develop framework for measuring cost savings and associated re-investments.

Objective 3.2: Streamline the Department's IT operations. (BXXA), (BXXC), (HXXA), (HXXC)

Key Performance Indicator: Assessment of service performance and customer satisfaction for enterprise services.

Strategy Elements

- Enhance service delivery and improve customer satisfaction of enterprise services.
- Reduce operational complexities and costs for increased operability, scalability, and flexibility.
- Simplify the end-user support environments to maximize resources and eliminate duplication of effort.
- Re-engineer business processes and procedures to improve performance and mitigate risks through appropriate internal controls.
- Establish Centers of Excellence around common services that use industry standard technologies to mitigate gaps and overlaps within the enterprise.
- Promote modular development for IT systems.

Objective 3.3: Assemble a standard set of performance metrics and rate structures for common services. (BXXA), (BXXC), (HXXC)

Key Performance Indicator: For targeted common services, comparison of performance measures and costs to identify high performing services.

Strategy Elements

- Enhance the Enterprise Architecture to enable opportunities for shared services, functional integration, and the resource optimization of systems and services.
- Improve the visibility and service delivery process across all shared services to ensure solutions deliver cost savings and value.
- Establish formal feedback loop for system and service improvements through enterprise Web analytics program performance measures.

Objective 3.4: Enhance broadband communication in rural America.

Key Performance Indicator: Assessment of the increase in broadband coverage in rural America enabled by commercial broadband carrier access to USDA facilities and rights-of-way for broadband infrastructure deployment.

Strategy Elements

- Develop a centralized database of USDA facilities, towers, and other assets that would be suitable to site commercial wireless towers and other technologies that would provide access to broadband in unserved and underserved rural areas.
- Develop common application forms and contracts, and fair market based fees for rights-of-way and wireless antenna and transmitter sitings on USDA facilities and tower sites.
- Establish an outreach program and a centralized point of contact and contract administrator to inform and engage commercial wireless broadband carriers on USDA wireless broadband equipment and antenna siting opportunities.

Objective 3.5: Optimize USDA IT resources through policy and strategic planning.

Key Performance Indicator: Assessment of policy relevance and correlation with laws, regulations, initiatives, compliance risk assessments, and corrective actions.

Strategy Elements

- Strategically realign IT policy subject matter experts (SMEs) from significant components within OCIO to the Policy and Strategic Planning program and enhance access to other OCIO policy SME resources (e.g., detail assignments, Integrated Project Team memberships).
- Enhance the electronic tools (e.g., workflow, records management) utilized to manage the centralized Departmental Policy System and approval process.
- Mature management of the centralized OCIO and IT Policy System control and approval process, including supporting electronic tools.
- Mature centralized coordination, training, and policy guidance practices for all OCIO and IT policy development.
- Coordinate strategic and tactical planning activities to ensure the integration, coordination, and deployment of Departmental IRM (Information Resources Management) strategic plans.

Objective 3.6: Mature USDA's compliance with Section 508 of the Rehabilitation Act of 1973, as amended. (IXXB), (IXXC)

Key Performance Indicator: Assessment of applicable Section 508 technical provisions and standards included in statements of work, task orders, contracts, and USDA Web sites.

Strategy Elements

- The Section 508 Center of Excellence will assist employees in testing for Section 508 compliance.
- Ensure acquisitions incorporate appropriate "terms and conditions" for compliance.
- Incorporate appropriate technologies to enable equivalent access to employees and members of the public with disabilities.

Mission Spotlight: Tier 1 Service Desk Consolidation (HXXA), (HXXC)

With the ongoing effort to streamline government while producing cost savings and improving service, International Technology Services (ITS) and Enterprise Applications Services (EAS) moved all of their Tier 1 Service Desk functions under an existing Forest Service contract for FY 2013. The contract, structured on a cost-per-call basis, is designed to decrease the costs of each incident ticket as the volume of tickets increases. The additional volume of ITS and EAS incidents, combined with the call volume of the Forest Service, is estimated to produce cost savings of over $1 Million compared to the operational costs of the previous help desk services.

But the move was more than a cost-savings initiative. By leveraging the contracted services, ITS and EAS now enjoy Tier 1 Help Desk Services 24 hours a day, 7 days a week, 365 days a year. The contract also provides Knowledge Management services (Frequently Asked Questions (FAQs), Tips and Tricks, Additional References) and produces comprehensive call volume statistics, trends in incident requests, and the opportunity to adjust service models to better meet the needs of the end user.

Goal #4: Protect and defend the enterprise information infrastructure, critical assets, and capabilities. (EXXB), (GXXA)

Objective 4.1: Produce timely and actionable intelligence on the state of the enterprise. (EXXB)

Key Performance Indicator: Assessment of the extent to which security risks have been mitigated across the enterprise security.

Strategy Elements:

- Expand and mature capabilities of the Agricultural Security Operations Center (ASOC) to strengthen a proactive security posture across the enterprise.
- Continuously refine policy to align with National Institute of Standards and Technology (NIST) standards as well as current and emerging threat patterns.
- Implement and refine continuous monitoring capabilities.
- Enhance integration of tools, processes, and resources to develop a common operating picture across the enterprise.

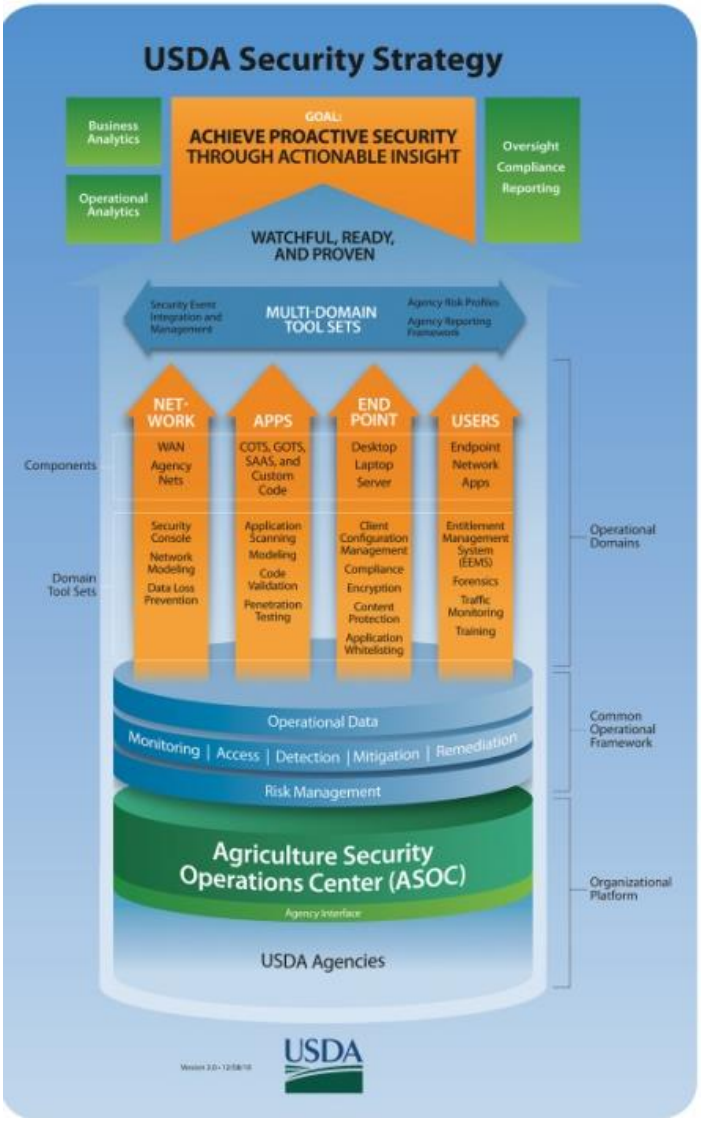


Figure 4: USDA Security Operations Center

Objective 4.2: Develop a Cyber Security threat dashboard. (EXXB)

Key Performance Indicator: Federal Information Security Management Act (FISMA) Scorecard rating.

Strategy Elements

- Apply a suite of program metrics and key performance indicators as specified by Department of Homeland Security guidance.
- Construct a Cyber Security threat dashboard utilizing existing models and best practices.

Objective 4.3: Build a cadre of Cyber Security professionals ready to engage and implement a synchronized response across the enterprise.

Key Performance Indicator: Assessment of readiness and response of the enterprise during tabletop exercises.

Strategy Elements

- Use tabletop exercises and debriefs to provide "real-time" training and learning events.
- Leverage best practices and subject matter experts for skills development and training.
- Train agency security and operational personnel to coordinate security response efforts Department-wide.

Mission Spotlight: Agriculture Security Operations Center (ASOC)

The USDA Security Sensor Array serves as the core security platform within the ASOC for 24x7 monitoring, intrusion detection, threat analysis, and incident response. It also supports an ongoing program of continuous assessments in order to help USDA agencies maintain security levels that comply with policy. Component capabilities of the USDA Security Sensor Array include:

- ***Security Information and Event Management***
- ***Intrusion Detection System***
- ***Data Loss Prevention***
- ***Network Behavior Analysis***
- ***Transport Layer Security Decryption***
- ***Malware Detection System/Malware Protection System***
- ***Packet Analysis***
- ***Net Flow***
- ***Network Mapping and Modeling***
- ***Enterprise Access Management and Health Check***

Through the USDA Security Sensor Array, the ASOC now has comprehensive visibility into the traffic and endpoints on USDA networks enterprise security.

Goal #5: Enable information as a strategic asset for decision makers and citizens at any level. (BXXA), (GXXA), (GXXB), (HXXA)

Objective 5.1: Enable mobile workforce with information that is device independent. (GXXA), (GXXB)

Key Performance Indicator: Access to mobile solutions to ensure that the information is readily available and accurate.

Strategy Elements

- Enable the public with our own data to better leverage its use of applications and services by ensuring the data is open and machine-readable by default.
- Enable equal or comparable access to electronic information for those members of the public with disabilities used within the USDA environment.
- Optimize digital information, services, and systems for mobile use.
- Implement secure mobile access controls, based on approved credentials, for internal mobile device users

Objective 5.2: Unify disparate but complementary data to achieve higher degrees of business intelligence. (HXXA)

Key Performance Indicator: Assessment of the degree to which common data and geospatial services are unified and leveraged across programs to improve decision making.

Strategy Elements

- Raise capability maturity of enterprise geospatial, remote sensing, and geographic information systems (GIS) to support complex policy and administration decision making.
- Manage scientific, transaction, social network, and spatial content as enterprise assets with specific placed-based reference points.
- Expand use of geospatial data analysis to improve detection of waste, fraud, and abuse patterns.

- Transform commonly used data as a strategic asset.
- Ensure geospatial data are publicly available in open, structured and machine-readable formats.

Objective 5.3: Develop, implement, and institutionalize a OneUSDA Digital Strategy. (BXXA), (GXXA), (HXXA)

Key Performance Indicator: Assessment of the improvement of digital services and systems that are information- and customer-centric.

Strategy Elements

- Collaborate among the data, platform, and presentation layers to coordinate Digital Strategy activities across agency and functional lines, including IT, Web, and communication SMEs.
- Establish relationships with key stakeholders to ensure alignment with the Digital Government Strategy.
- Ensure that data is open, accurate, clearly described, structured, and machine-readable, and digital services are optimized for mobile use.
- Establish more agile acquisition and budget processes that support the procurement and management of digital technologies.
- Develop additional guidance through policy to address open data, digital signatures, performance and customer satisfaction measurement, and mobile optimization.

Objective 5.4: Mature USDA's Records Management Program to comply with the Presidential Directive on Managing Government Records to achieve desired results. (GXXA), (GXXB)

Key Performance Indicator: Assessment of the Department's progress in managing email records in electronic format, and in managing permanent electronic records.

Strategy Elements

- Enable the Department's transition to 100% permanent electronic records by 2019.
- Incorporate appropriate technologies to support digital signature.
- Develop cloud-based strategy for electronic records.

Objective 5.5: Implement a Controlled Unclassified Information (CUI) Program. (GXXA), (GXXB)

Key Performance Indicator: Assessment of the Department's progress in establishing an open and uniform CUI program to control, safeguard, mark, and disseminate the Department's critical but unclassified information.

Strategy Elements

- Develop and begin the phased implementation of USDA's CUI framework including policy elements, self-inspection requirements, milestones, and deadlines.
- Identify, assess, and modify IT systems based on NIST guidelines.
- Increase LincPass (PIV card) usage for logical access to align with federal goals.
- Launch CUI computer-based training for USDA employees.
- Collaborate with CUI and Security (Information and Physical) to identify and mitigate logical and physical accessibility weakness to Personally Identifiable Information (PII) and Sensitive Security Information.

Objective 5.6: Refine and expand the use of enterprise data taxonomy to standardize commonly used data for business intelligence purposes. (GXXA), (GXXB)

Key Performance Indicator: Assessment of the Department's progress to manage information as an asset and ensure content and data are accurate, available, structured, and secure.

Strategy Elements

- Develop, disseminate, and support enterprise-wide information exchange standards and processes that will enable information sharing across agencies.
- Develop open data strategy that addresses the framework for sharing critical information at key decision points throughout the entirety of the enterprise.
- Identify, prioritize, and modernize existing data that are not currently available to the public.
- Deploy a virtual dynamic inventory of open data at USDA.gov/data, populated by digital agency data inventories.
- Deploy a virtual enterprise geospatial reference repository to promote data quality with metadata best practices, templates, conventions, and other USDA branding standards.

- Provide guidance and training to data SMEs to develop Web APIs, to structure un-structured content or information, and to incorporate customer feedback for product improvements.
- Ensure all Web applications are USDA eAuthentication protected.
- Increase LincPass utilization for all logical access to align with federal government wide goals.

Mission Spotlight: Geospatial Centers of Excellence

The GeoCOE is an enterprise-level function that is structured to coordinate geospatial expertise to accelerate the quality design, development, and delivery of GIS map products. The GeoCOE employs a cloud platform model to create equitable access to new GIS technologies, and generate place-based public service innovations. This tactical capability meets increasing demand for enterprise class geospatial processes, products, services, and spatial problem solving, and addresses a growing recognition and appreciation of GIS tools to produce simplified map views of complex data for improved, traceable decision-making.

The deployment of enterprise and agency geospatial technology solutions will produce beneficial changes in USDA's portfolio. These changes include incremental improvement transitions and/or full scale transformations in geospatial business capabilities, capacity, and core competencies. Most significantly, the changes may result in public service innovation in the following ways:

- ***Product Innovation: realizing rapid adaptation to customer application interface and functional needs for geographic visualization with commercial off-the-shelf, Web map applications, Web map and feature services and application programming interfaces (APIs).***

- ***Data Management Innovation: increasing spatial data and imagery integrity, quality, access, management, security, and optimization to extend and expand the life-cycle value of enterprise assets.***

- ***Distribution Innovation: using browser-based geospatial technologies to facilitate thin-client, cloud-based delivery of geospatial products and services, channel management, GPS push/pull, and customer/partner relationship management.***

- ***Spatial Analytics Innovation: provisioning place-based decision making tools for modeling, mash-ups, kriging, spatial auto-correlation, spatial descriptive statistics (mean, maximum, and minimum of an attribute over space), hypothesis testing, data mining, and forensics.***

- ***Collaboration Innovation: incentivizing joint problem definition and solutions through common workflows, social media enhanced participation, an Integrated Development Environment, volunteered geographic information, citizen science, and community mapping.***

Goal # 6: Develop a high-performing workforce to support the USDA mission today and tomorrow. (FXXA), (IXXA)

Objective 6.1: Improve Leadership Skills of IT Workforce. (FXXA)

Key Performance Indicator: Assessment of leadership competencies of the IT Workforce.

Strategy Elements

- Establish a mandatory Supervisory Curriculum that not only provides guidance for new supervisors, but serves to retool seasoned supervisors.
- Use a blended approach (e.g., e-learning, traditional) to provide the appropriate level of engagement and improved quality of interaction with participants.
- Initiate focus groups to evolve leadership and supervisory training curriculum to meet the needs of today and tomorrow.
- Improve communications with collaboration tools by establishing a network of management resources, and promoting peer-to-peer coaching.
- Develop succession plans for current leadership positions.
- Establish a mentoring program to facilitate knowledge sharing between seasoned and emerging leaders.

Objective 6.2: Promote a customer-centric, agile, and diverse workforce. (FXXA), (IXXA)

Key Performance Indicator: Identification and increase of the number and type of mission relevant professional certifications in the workforce.

Strategy Elements

- Develop competency models for future business needs (Cyber Security, GeoSpatial, Technical Program Managers, and Contracting Officers).
- Develop a high-performing workforce by investing in and engaging employees to improve service delivery.
- Provide formal opportunities to broaden the base of organizational skill sets and competencies.
- Strengthen our culture of continuous learning by acknowledging employees for career development and closing critical competency gaps.
- Leverage USDA's Special Emphasis Program for recruitment efforts.
- Recruit and retain a diverse, high-performing workforce.
- Promote telework and other mobility strategies.
- Leverage the Department's Pathways Intern Program to recruit talent and new ideas.

Objective 6.3: Develop a professional Program Manager workforce. (FXXA)

Key Performance Indicator: Increase in percentage of projects/investments with certified program/project managers.

Strategy Elements

- Create a comprehensive IT Program Management Certification Training Program.
- Develop career roadmaps for IT professionals.
- Identify specific IT program management competency gaps and develop specific plans to close them.

Mission Spotlight: IT Program Management Training and Certification (FXXA)

Program Managers (PMs) who manage Major IT Investments are required to maintain their Project Management Professional (PMP) certification. USDA recognized that the PMP certification was not enough to ensure PMs possessed the skills necessary to manage Major IT Investments so USDA designed an IT Program Management Training and Certification program based on the 25-Point Implementation Plan to Reform Federal Information Technology Management.

In 2011 USDA piloted an IT PM Training and Certification program that laid the foundation for a full-scale program. The IT PM Training and Certification program will prepare current and future managers in the following:

- ***Lead major IT investments programs***
- ***Leverage government and industry best practices***
- ***Improve the opportunity for program success***

The PM Training and Certification program will enable the Department to identify, recruit, hire, and retain top IT PM talent. As part of the program, USDA is partnering with the Federal Acquisition Institute (FAI) Function Advisory Board in providing technical input to the Supplemental Competencies that will train current and future program management candidates.

Participants in the pilot program will be certified at three different levels (Level I, Level II, and Level III) that will be based on experience, training, and development. The three certification levels are:

- ***Level I – The foundational and basic level for certification is most closely consistent with the PMP Certification.***
- ***Level II – The secondary or mid-level certification.***
- ***Level III – The most advanced and senior level certification. Level III is the final attainable level in the certification process.***

OCIO has also taken a Department-wide inventory of PM resources and begun to identify program management talent gaps. For FY 2014, OCIO will use this analysis to strategically recruit and hire additional highly-qualified PM resources to manage its major IT programs.

Methodology (AXXB)

All USDA organizations, their partners, and their customers have a stake in the future direction this plan conveys. This plan was developed with contributions from individuals who serve in key IT roles throughout the Department. These include the: USDA Chief Information Officer (CIO), USDA Office of the Chief Information Officer (OCIO) Chief of Staff, component agency CIOs, USDA OCIO Associate CIOs, and members of the USDA OCIO administrative and technical staff.

A strategic plan outline was developed using guidance from the most recent Office of Management and Budget, Circular A-11, Part 6 [Circular A-11, Part 6] on Strategic Planning. Team meetings were conducted to develop vision and mission statements, and goals. As objectives and strategies were created, the team significantly shortened and broadened the goals to a total of six that reflect high-level principles. Many talented individuals contributed to this plan and are acknowledged on page 24. Documents were gathered, posted, and reviewed by team members. Appendix B lists the categories and names of documents reviewed; document sources range from the White House to USDA agency strategic plans.

In addition, USDA's top 24 IT investments were mapped to illustrate their alignment with USDA's strategic goals as shown in Appendix A. The mapping of the investments demonstrates how multiple investment programs and projects across 30 plus component organizations contribute directly to USDA's missions. This plan tries to distinguish between Agency/Program IT Investments and shared services. Shared services are defined as those IT functions which are common across multiple programs and agencies that have the potential to be shared across agencies/programs and are resourced based on need or requirements. Examples of IT shared services include but are not limited to: network infrastructure, e-mail systems, data center hosting, help desk, project management, and application development and support. Figure 6 illustrates how shared services support the programs to varying degrees as well as how the USDA IT Strategic Goals contain and relate to both program-related IT investments and shared service goals.

The objectives and strategies outlined in this plan will be incorporated into tactical and operational plans. Discrete performance measures will be established and reported on regularly to gauge forward progress.

Figure 5: Photo of Norman Borlaug Nobel Prize Winner for the invention of dwarf wheat.

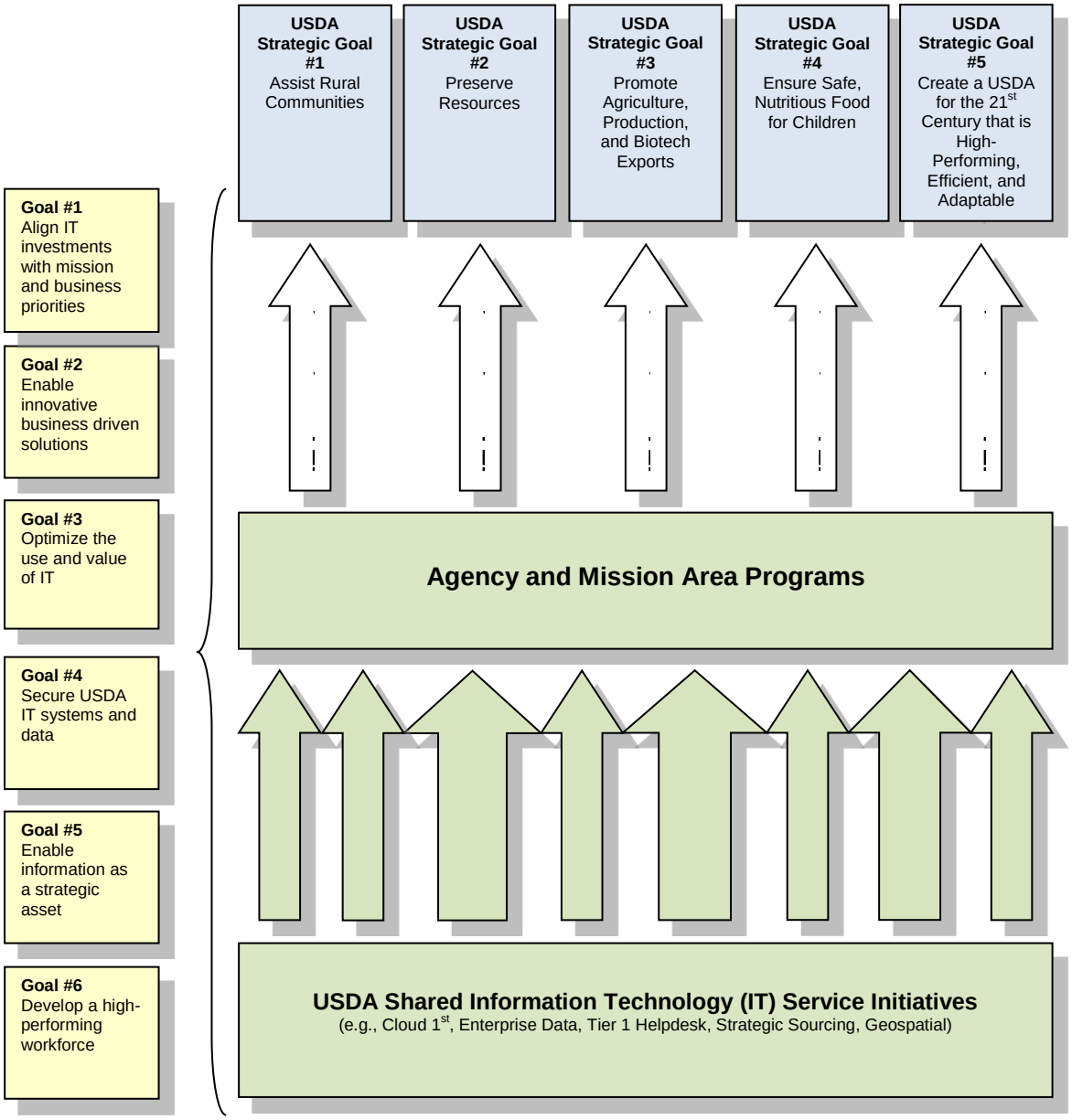


Figure 6: USDA IT Investments Advance USDA Strategic Goals

CONCLUSION (AXXB)

The Strategic Mission, Vision, Goals, and Objectives outlined in this IT Strategic Plan provide a valuable framework for USDA to continue enabling the mission and maintain the Department as a leader in the Federal IT space. This IT strategic Plan outlines IT initiatives across six IT goals: (1) Align IT investments with mission business; (2) Enable innovative business driven solutions by simplifying and unifying information technology with robust, reliable, rapidly scalable, interoperable and secure capabilities; (3) Optimize the use and value of information technology; (4) Protect and defend information infrastructure, critical assets, and capabilities in a synchronized manner across the enterprise; (5) Enable information as a strategic asset so that timely secure and trusted data is available to appropriate decision makers at any level; (6) Develop a world-class workforce of the future with the experience, ingenuity and innovation to support the USDA mission today and tomorrow. As the supporting IT initiatives are implemented, OCIO will continue to evolve into a word-class support organization, capable of supporting the Department's mission, goals, objectives, and strategies. Doing so will no doubt pose some remarkable and difficult challenges in the upcoming years as the Department continues to develop and evolve the way we do business and serve our customers. However, with USDA's talented, diverse, and motivated team of professionals serving as the foundation for this plan, there is no doubt that the Department will succeed.

Achieving these ambitious strategic objectives will provide USDA customers (farmers, growers, ranchers, and producers) and partners with additional tools and streamlined processes they need to easily access USDA products and services. USDA employees will have more tools that enable them to best serve USDA customers and partners. In addition, internal collaboration will enable USDA to share data and information across the enterprise, providing strategic information to enhance products and services and to increase accuracy in measuring performance. Collaboration between the business priorities and OCIO will continue to grow, ensuring the ongoing alignment between business and IT that will allow OCIO to adapt to and address changes in USDA's strategic direction.

Many steps are necessary to arrive at that desired future state. This document represents part of a continual process that requires collaboration and communication across the Department, and serves as the updated baseline for guiding IT decisions in support of the Department. Together, USDA will take these words and translate them into tangible strategies that each employee can implement every day in every way. Since USDA was established by President Lincoln 150 years ago, the Department has been tirelessly working to serve both rural and urban customer needs. This IT Strategic Plan continues that legacy and maintains USDA as a pre-eminent organization, whether it is in a field in south Montana or a field on the South Lawn.

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Figure 7: Photo of George Washington Carver, American scientist, botanist, inventor, and educator.

Appendix A – Mapping of 24 Major IT Investments to USDA Strategic Goals (AXXA)

	INITIATIVES			USDA Strategic Plan FY 2014 - 2018																				
	OJBECTIVES			**GOAL 1** - Assist rural communities to create prosperity so they are self-sustaining, repopulating, and economically thriving	**Objective 1.1** - Enhance rural prosperity, including leveraging capital markets to increase Government's investment in Rural America	**Objective 1.2** - Increase agricultural opportunities by ensuring a robust safety net, creating new markets, and supporting a competitive agricultural system	**Objective 1.3** - Contribute to the expansion of the Bioeconomy by supporting development, production, and consumption of renewable energy and biobased products	**GOAL 2** - Ensure our National Forests and private working lands are conserved, restored, and made more resilient to climate change, while enhancing our water resources	**Objective 2.1** - Improve the health of the Nation's forests, grasslands, and working lands by managing our natural resources	**Objective 2.2** - Lead efforts to mitigate and adapt to climate change, drought, and extreme weather in agriculture and forestry	**Objective 2.3** - Contribute to clean and abundant water by protecting and enhancing water resources on National Forests and working lands	**Objective 2.4** - Reduce risk of catastrophic wildfire	**GOAL 3** - Help America promote agricultural production and biotechnology exports as America works to increase food security	**Objective 3.1** - Ensure U.S. agricultural resources contribute to enhanced global food security	**Objective 3.2** - Enhance America's ability to develop and trade agricultural products derived from new and emerging technologies	**GOAL 4** - Ensure that all of America's children have access to safe, nutritious, and balanced meals	**Objective 4.1** - Improve access to nutritious food	**Objective 4.2** - Promote healthy diet and physical activity behaviors	**Objective 4.3** - Protect public health by ensuring food is safe	**Objective 4.4** - Protect agricultural health by minimizing major diseases and pests to ensure access to safe, plentiful, and nutritious food	**GOAL 5** - Create a USDA for the 21st Century that is high-performing, efficient, and adaptable	**Objective 5.1** - Develop a customer-centric, inclusive, and high-performing workforce by investing in and engaging employees to improve service delivery	**Objective 5.2** - Build a safe, secure, and efficient workplace by leveraging technology and shared solutions across organizational boundaries	**Objective 5.3** - Maximize the return on taxpayer investment in USDA through enhanced stewardship activities and focused program evaluations
	USDA Major IT Investments	**Agency**	**Category**																					
1	Web Based Supply Chain Management (WBSCM)	AMS	**HPMI**										●	•	•	●	•				●		•	•
2	Animal Disease Traceability Information System (ADTIS)	APHIS	**HPMI**													●	•		•	•	●		•	•
3	APHIS Enterprise Infrastructure (AEI)	APHIS		●				●					●			●					●		•	
4	Integrated Acquisition System (IAS)	DM/OPPM																			●		•	
5	Optimized Computing Environment (OCE)	DM/OCIO		●				●					●			●					●		•	
6	USDA Identity & Access Management (IAM) (HSPD-12)	DM/OCIO	**HPMI**	●				●					●			●					●		•	•
7	USDA Security Operations Center (ASOC)	DM/OCIO		●				●					●			●					●		•	
8	USDA Enterprise Data Center & Hosting Shared Services	DM/OCIO		●				●					●			●					●		•	
9	USDA Enterprise End User Shared Services (EUSS)	DM/OCIO		●				●					●			●					●		•	
10	USDA Enterprise Messaging Systems-Cloud Services (EMS-CS)	DM/OCIO		●				●					●			●					●		•	
11	USDA Enterprise Telecommunications Shared Services	DM/OCIO		●				●					●			●					●		•	
12	Consolidated Farm Loan Program Information & Delivery Systems #103	FSA		●				●					●								●	•	•	•

	INITIATIVES			USDA Strategic Plan FY 2014 - 2018																				
	USDA Major IT Investments	**Agency**	**Category**	OJBECTIVES **GOAL 1** - Assist rural communities to create prosperity so they are self-sustaining, repopulating, and econonically thriving	**Objective 1.1** - Enhance rural prosperity, including leveraging capital markets to increase Government's investment in Rural America	**Objective 1.2** - Increase agricultural opportunities by ensuring a robust safety net, creating new markets, and supporting a competitive agricultural system	**Objective 1.3** - Contribute to the expansion of the Bioeconomy by supporting development, production, and consumption of renewable energy and biobased products	**GOAL 2** - Ensure our National Forests and private working lands are conserved, restored, and made more resilient to climate change, while enhancing our water resources	**Objective 2.1** - Improve the health of the Nation's forests, grasslands, and working lands by managing our natural resources	**Objective 2.2** - Lead efforts to mitigate and adapt to climate change, drought, and extreme weather in agriculture and forestry	**Objective 2.3** - Contribute to clean and abundant water by protecting and enhancing water resources on National Forests and working lands	**Objective 2.4** - Reduce risk of catastrophic wildfire	**GOAL 3** - Help America promote agricultural production and biotechnology exports as America works to increase food security	**Objective 3.1** - Ensure U.S. agricultural resources contribute to enhanced global food security	**Objective 3.2** - Enhance America's ability to develop and trade agricultural products derived from new and emerging technologies	**GOAL 4** - Ensure that all of America's children have access to safe, nutritious, and balanced meals	**Objective 4.1** - Improve access to nutritious food	**Objective 4.2** - Promote healthy diet and physical activity behaviors	**Objective 4.3** - Protect public health by ensuring food is safe	**Objective 4.4** - Protect agricultural health by minimizing major diseases and pests to ensure access to safe, plentiful, and nutritious food	**GOAL 5** - Create a USDA for the 21st Century that is high-performing, efficient, and adaptable	**Objective 5.1** - Develop a customer-centric, inclusive, and high-performing workforce by investing in and engaging employees to improve service delivery	**Objective 5.2** - Build a safe, secure, and efficient workplace by leveraging technology and shared solutions across organizational boundaries	**Objective 5.3** - Maximize the return on taxpayer investment in USDA through enhanced stewardship activities and focused program evaluations
13	Farm Program Modernization (MIDAS) #097	FSA	**HPMI**	●		•							●								●		•	
14	FNCS IT Infrastructure	FNS		●												●	•	•	•	•	●		•	•
15	FSIS Public Health Information System(PHIS)	FSIS		●									●	•	•	●	•		•	•	●		•	•
16	Public Health Data Communications Infrastructure System (PHDCIS)	FSIS		●									●	•	•	●	•		•	•	●		•	
17	AgPRS - USDA Public Safety Land Mobile Radio System	FS						●	•												●		•	
18	Forest Service Computer Base	FS						●	•												●		•	
19	ROSS - Resource Ordering and Status System	FS	**HPMI**					●	•												●		•	
20	Conservation Delivery Streamlining Initiative (CDSI)	NRCS	**HPMI**					●	•												●		•	
21	Financial Management Modernization Initiative (FMMI)	OCFO	**HPMI**	●				●					●			●					●		•	•
22	NFC Shared Services - IT Systems	OCFO		●				●					●			●					●			•
23	RMA-13 Emerging Information Technology Architecture (EITA)	RMA	**HPMI**	●		•															●		•	•
24	Comprehensive Loan Program (CLP)	RD	**HPMI**	●	•																●		•	•

HPMI - High Priority Modernization Initiatives

Appendix B – Support Documentation/Reference List

The USDA FY 2014-2018 Information Technology (IT) Strategic Plan development team considered data and guidance from:

1. **USDA Strategic Plans and Related Reports**
   a. USDA, *USDA Strategic Plan FY 2010-2015*
   b. USDA, *USDA Strategic Plan FY 2010-2015 Update Addendum*, with Agency Priority Goals (AGP)
   c. USDA, *USDA Performance and Accountability Report (PAR) for FY 2011*, 2012 (Considered outstanding material weaknesses)
   d. USDA, *USDA Accomplishments 2009-2011 – Top Accomplishments*
   e. USDA, Office of Budget and Program Analysis (OBPA), *FY 2013 Budget Summary and Annual Performance Plan*
   f. USDA, Office of the Chief Information Officer (OCIO), *USDA IT Strategic Plan FY 2012-2016*, Final Draft – Not Approved or Published, Late 2011 version
   g. USDA, Office of the Chief Information Officer (OCIO), *USDA Enterprise Roadmap*, Version 4.6, Final, August 31, 2012
   h. USDA, Office of the Chief Information Officer (OCIO), *USDA Commodity Information Technology (IT) Consolidation Plan*, Final, August 31, 2012
   i. USDA, Office of the Chief Information Officer (OCIO), *Compilation of ACIO/Manager Inputs to the USDA FY 13-14 IT Strategic Plan*, Internal working paper, September 2012
   j. USDA, Office of the Chief Information Officer (OCIO), *Green Information Technology Strategic Plan*, January 12, 2009
   k. USDA, Natural Resources Conservation Service (NRCS), *NRCS Information Technology (IT) Strategic Plan 2012-2017*, January 31, 2012
   l. USDA, other Agency and Office Strategic Plans
   m. Department of Defense, *Department of Defense Information Enterprise Strategic Plan 2010-2012*
   n. USDA, Office of the Chief Information Officer (OCIO), *USDA Information Technology Strategic Sourcing Plan*, February 22, 2013 (CXXG)

2. **USDA Administration, OCIO, and Agency Initiatives**
   a. USDA, Administrative Solutions Project, *27 Initial Improvements and Additional Recommendations for Future Consideration*
   b. USDA, Administrative Solutions Project, *Next List of Improvements*, Deliberative and Predecisional, August 21, 2012
   c. USDA, Farm Service Agency (FSA) and Office of the Chief Information Officer (OCIO), *Understanding the Challenges of Service Delivery to USDA Producers and Customers*, from the 2010 Cultural Transformation "Listening Sessions"
   d. USDA, *Customer Focus and Community Outreach Action Matrix*, May 26, 2010, from the 2010 Cultural Transformation "Listening Sessions"

e. USDA, Office of the Chief Information Officer (OCIO), *OCIO Service Catalog*, http://www.ocio.usda.gov/service/, last visited October 9, 2012
f. USDA, Office of the Chief Information Officer (OCIO), Enterprise Geospatial Management Office (EGMO), *EGMO Service Catalog*, http://www.ocio.usda.gov/geospatial/doc/Service_Type.docx, last visited October 9, 2012
g. USDA, Office of the Chief Information Officer (OCIO), Washington Communication and Technology Services (WCTS), *WCTS Service Catalog – myWorks: Supporting Tomorrow's Work Place*, September 2012
h. USDA, Office of Procurement & Property Management (OPPM) Web site, Property Management Division, http://www.dm.usda.gov/pmd.index.htm, retrieved January 2, 2013
i. USDA, Office of Procurement & Property Management (OPPM), Real Property Branch, Current USDA building data provided from OPPM records on January 2, 2013
j. USDA, Rural Development (RD), Broadband Initiatives Program (BIP), Awards Report, *Advancing Broadband – A Foundation for Strong Rural Communities*, January 2011
k. USDA, Rural Development (RD), Rural Utilities Service (RUS), *Broadband Initiatives Program (BIP) Quarterly Program Status Report*, December 27, 2010
l. USDA, Rural Development (RD), Rural Utilities Service (RUS), Pre-decisional Memorandum, *Broadband in America*, undated

3. Federal and USDA Audits and Reports

a. Government Accountability Office (GAO), Audits and Reports (Reviewed 58 audits and reports (primarily 2007-2012) with a total of 157 open USDA recommendations, of which a total of 94 were open IT-related recommendations; considered significant recurring themes and material weaknesses)
b. USDA, Office of Inspector General (OIG), Audits and Reports (Reviewed 13 audits and reports (2007-2012) with a total of 63 IT-related recommendations, of which 49 were still open; considered significant recurring themes and material weaknesses)
c. USDA, Office of the Chief Information Officer (OCIO), Cyber Policy and Oversight (CPO), *USDA Remediation Plan – For Recommendations from the FY09, 10, and 11 OIG FISMA Audit Reports*, Revision 1.17, August 7, 2012
d. GAO, Report GAO-13-94, *Geospatial Information: OMB and Agencies Need to Make Coordination a Priority to Reduce Duplication*, November 26, 2012

4. Federal Initiatives

a. Anna M. Gomez, Deputy Assistant Secretary for Communications and Information, Department of Commerce, National Telecommunications and Information Administration (NTIA), *NTIA Recap of 2012 and Look Ahead to 20*13, December 27, 2012
b. Department of Homeland Security (DHS), *Emergency Communications Preparedness Center (ECPC) Capability Mapping Pilot Study*, DRAFT, April 2011
c. Digital Services Advisory Council and Federal Chief Information Officers Council, *Digital Services Governance Recommendations – Supporting Implementation of Digital Services Governance Structures in the Federal Government*, August 2012

d. Digital Services Advisory Council and Federal Chief Information Officers Council, *Bring Your Own Device – A Toolkit to Support Federal Agencies Implementing Bring Your Own Device (BYOD) Programs*, August 2012
e. Federal Communications Commission (FCC), DOC 305309A1, *FCC Chairman Genachowski Remarks As Prepared For Delivery*, CTIA Wireless 2011, Orlando, FL, March 22, 2011
f. FCC, *Connecting America: The National Broadband Plan*, March 16, 2010
g. Office of Management and Budget (OMB), *Federal Information Technology Shared Services Strategy – "Shared First,"* May 2, 2012
h. Office of Management and Budget (OMB), *Digital Government: Building a 21st Century Platform to Better Serve the American People*, May 23, 2012
i. Federal Chief Information Officer, *25 Point Implementation Plan to Reform Federal Information Technology Management*, December 9, 2010
j. Federal Chief Information Officer, *Federal Cloud Computing Strategy*, February 8, 2011
k. General Services Administration (GSA), *FedRAMP Concept of Operations (CONOPS)*, version 1.2, July 27, 2012

5. Federal Guidance

a. Executive Office of the President (EOP), *FACT SHEET: Bolstering High-Speed Broadband to Boost the Economy*, June 13, 2012
b. Office of Management and Budget (OMB), Circular A-11, Part 6: *Preparation and Submission of Strategic Plans, Annual Performance Plans, and Annual Program Performance Reports*, 2012
c. OMB, Circular A-11, Section 230, *Agency Strategic Planning*, 2012
d. Office of Management and Budget (OMB), Circular A-11, Section 250, *Agency Priority Goals*, 2012
e. OMB, M-11-29, *Chief Information Officer Authorities*, August 8, 2011
f. OMB, M-12-10, *Implementing PortfolioStat*, March 30, 2012
g. OMB, *Contracting Guidance to Support Modular Development*, June 14, 2012
h. OMB and Office of Science and Technology Policy (OSTP), M-12-15, *Science and Technology Priorities for the FY 2014 Budget*, June 6, 2012
i. The White House, *Executive Order – Accelerating Broadband Infrastructure Deployment*, June 14, 2012
j. OMB, Circular A-130 Revised, *Management of Federal Information Resources*
k. OMB, Circular A-119 Revised, *Federal Participation in the Development and Use of Voluntary Consensus Standards and in Conformity Assessment Activities*, February 10, 1998
l. OMB, M-09-28, *Developing Effective Place-Based Policies for the FY 2011 Budget*, August 11, 2009
m. OMB, *The Common Approach to Federal Enterprise Architecture*, May 2, 2012
n. OMB, *Performance Reference Model*, version 3, August 3, 2012
o. OMB, *Business Reference Model*, version 3, June 25, 2012
p. OMB, Federal Chief Information Officer, *Federal Data Center Consolidation Initiative*, February 26, 2010

q. OMB, Federal Chief Information Officer, *Update on the Federal Data Center Consolidation Initiative*, October 1, 2010
r. OMB, Federal Chief Information Officer, *The Federal Data Center Consolidation Initiative*, July 20, 1011
s. OMB, Federal. Chief Information Officer, *Implementation Guidance for the Federal Data Center Consolidation Initiative (FDCCI)*, March 19, 2012
t. OMB, Federal Chief Information Officer, *Security Authorization of Information Systems in Cloud Computing Environments*, December 8, 2011
u. EOP, Presidential Memorandum, *Managing Government Records*, November 28, 2011
v. OMB and National Archives and Records Administration (NARA), M-12-18, *Managing Government Records Archive*, August 24, 2012
w. EOP, Executive Order 13556, *Controlled Unclassified Information*, November 4, 2010
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y. OMB, M-13-09, *Fiscal Year 2013 PortfolioStat Guidance: Strengthening Federal IT Portfolio Management*, March 27, 2013
z. EOP, Executive Order, Improving Critical Infrastructure Cybersecurity, February 12, 2013

6. Legislation

a. Public Law (P.L.) 110-246, *Food, Conservation, and Energy Act of 2008* ("*2008 Farm Bill*"), June 18, 2008
b. Public Law (P.L.) 111-352, *Government Performance and Results Act (GPRA) Modernization Act of 2010*, January 4, 2011
c. U.S. Senate, S.3240, *Agriculture Reform, Food, and Jobs Act of 2012* ("*2012 Farm Bill*"), draft bill to reauthorize agricultural programs through 2017
d. Senate Bill S.455, 112th Congress, 1st Session, March 2, 2011 (not enacted), *Reforming Airwaves by Developing Incentives and Opportunistic Sharing Act" or the "RADIOS Act*"
e. Section 508 of the *Rehabilitation Act* (29 U.S.C. 794d), as amended by the *Workforce Investment Act of 1998* (P.L. 105-220), August 7, 1998

Appendix C – CIO Authority (DXXA)

USDA's Plan to implement OMB Memorandum M-11-29 will be provided under separate cover.

Appendix D – Governance Process (CXXA), (CXXB), (CXXD), (CXXE), (CXXF)

USDA's overall guidance and direction is provided by the Secretary and Deputy Secretary of Agriculture, with the Under and Assistant Secretaries providing leadership in the seven Mission Areas plus staff offices. The CIO has primary responsibility for supervising and coordinating the design, acquisition, maintenance, use, and disposal of IT goods and services. Through the implementation of an enterprise-wide governance process, the CIO brings together USDA Agencies, Staff Offices and internal IT resources to promote department-wide technology innovations and operations that provide high-value return on investment.

USDA has developed a comprehensive IT governance process that incorporates an Integrated Governance Framework and provides the executive teams with a process for reviewing investments and providing guidance to investment managers throughout a project's life cycle. The framework integrates Capital Planning, Program Management, Enterprise Architecture (EA), Security, and the budget process. USDA reviewers and decision-makers evaluate program performance on planning, acquiring, designing, developing, constructing, testing, implementing, operating, maintaining, and retiring IT, as well as on sound management of facilities, hardware, software, and personnel that are associated with those IT investments. Figure D-1 depicts the Integrated Governance Framework.

USDA's diverse mission and its federated organizational structure of 29 agency CIOs and deputies creates particular challenges for collaborative decision making and prioritizing strategic IT investments for USDA. Installing an inclusive governance process, with key stakeholders from all mission areas, is a main objective for transforming USDA's IT investment policy. Over the next 3 years, USDA OCIO will lead the stewardship of the IT portfolio consisting of 24 major and 227 non-major investments, valued at more than $2.6 billion.

The OCIO's Governance and Strategic Investment organization has designed a governance framework that drives informed, collaborative decision making with USDA Senior Executives from more than the 17 Agencies and Staff Offices. This governance framework will supply executive teams with a process for reviewing investments by integrating capital planning, enterprise architecture, security, Web/new media, and the budget process to direct program performance. USDA investment reviewers and decision-makers will be called upon to evaluate program performance on planning, acquiring, designing, developing, constructing, testing, implementing, operating, maintaining, and retiring IT, as well as on sound management of facilities, hardware, software, and personnel that are associated with those IT investments.

The governance framework will establish a process for evaluating IT projects from selection to completion based on their business and operational value to USDA's mission.

The following principles will identify the outcomes expected from IT investments:

- Strategic Plan Alignment: Investments that directly support the USDA mission;

- Cost Reduction/Avoidance: Investments that ensure the difference in cost for a period of performance is lower than the previous period(s) or actions taken by the investment to reduce future costs;
- Productivity & Efficiency: Investments that positively increase output using the same (or fewer) resources through innovation, consolidation, reuse and/or shared services; and
- Effectiveness & Capacity: Investments that achieve performance objectives and provide the capabilities that address the Department's business objectives.

Executive Information Technology Investment Review Board (EITIRB): The Executive Information Technology Investment Review Board (E-Board) is chaired by the USDA Chief Operating Officer (Deputy Secretary). The USDA CIO serves as the Vice-Chair. Voting members of the E-Board include the Assistant Secretary for Administration, Deputy Under Secretaries, the Chief Financial Officer, the Chief Acquisition Officer, and the Director of Communications. The E-Board will ensure major IT capital investments are properly managed through the entire lifecycle process, and ensure that the investment goal and strategy are optimal for achieving USDA's mission. The E-Board will focus on investments of significant interest to the Secretary, and those investments with large budgetary, high-risk, politically sensitive, or cross agency impacts.

Information Priorities Investment Council (IPIC): The Information Priorities Investment Council (IPIC) is co-chaired by the USDA CIO and the Deputy Budget Officer. Voting members of the IPIC include Agency and staff office heads, and the Enterprise Architect. Staff support is provided by OCIO staff and component agencies' respective IT executives, who collectively comprise USDA's CIO Council. The purpose of the IPIC is to evaluate proposed investments to ensure they are aligned to USDA's Strategic Plan, USDA's IT Strategic Plan, and provision resources at the executive level for formal business case development. The IPIC provides recommendations to the Executive Information Technology Review Board (E-Board) at key decision points requiring E-Board approval.

The IPIC will assess IT investments against the following USDA mission priorities:

- Manage USDA programs efficiently
- Disseminate information to the public about USDA programs
- Ensure compliance with Federal laws
- Evaluate program performance
- Enable the Department to collaborate with internal and external stakeholders
- Provide common services that improve workforce productivity

Chief Information Officers Council (CIOC): The CIOC will present Major Investment proposals to the Information Priorities Investment Council (IPIC) that will reduce duplication of IT systems, infrastructures, products, and services based on industry best practices and Federal CIO Council Initiatives.

Integrated Advisory Board (IAB): The Integrated Advisory Board (IAB), through several specialized working groups, brings together functional area managers in the disciplines of Capital Planning and Investment Control (CPIC), Enterprise Architecture (EA), Security,

Acquisition Management, Finance, Budget, Human Resources, Web/New Media, and Section 508 to perform Departmental oversight or enterprise-level evaluations and make recommendations to the CIOC. The CIOC may assign staff work to IAB for analyses, completion, and reporting back to the Council.

Agency Investment Review Boards/Integrated Project Teams (IRB): Agency-level Investment Review Board (IRB) and Integrated Project Team (IPT) reviews are delegated from the E-Board to Agency Heads for operational monitoring and control throughout a project lifecycle. Interdisciplinary Integrated Project Teams (IPTs), consisting of both business and IT subject matter experts from across Agencies may be formed when USDA aligns business delivery to commercial practice. Interdisciplinary IPTs must achieve concurrence from Agency IRBs before presenting to IAB and CIOC.

Enabling Methodology: OCIO will provide USDA's Information Technology Governance Model with robust policy and procedure utilizing the Department's Enterprise Architecture (EA) and Capital Planning and Investment Control (CPIC) programs. This enabling methodology will promote a strong portfolio and program management capability for identifying opportunities for Enterprise-wide and shared services cost savings.

Technical Status (TechStat) Review: The purpose of the TechStat reviews are to engage the agency business owner and program manager to ensure adjustments are being made to low performing investments before they become critical. As warranted, the OCIO will convene a Senior Management Oversight Committee (SMOC) meeting to include the agency business owners, program managers to inform and/or resolve resource or performance issues.

OCIO's Capital Planning team will work closely with Agency CIOs to ensure that IT investments are compliant with USDA EA and to reduce the number of duplicative and low performing IT investments. In addition, Capital Planning will continue to hold monthly CPIC administrator meetings and to conduct weekly CPIC administrator training sessions.

USDA's Integrated Governance Framework: Figure D-1 depicts the investment review engine of the Integrated Governance Framework, showing the alignment of the mandatory Departmental Governance Decision Gate Reviews and the Agency IRB/IPT Project reviews with the IGF and CPIC lifecycle phases.

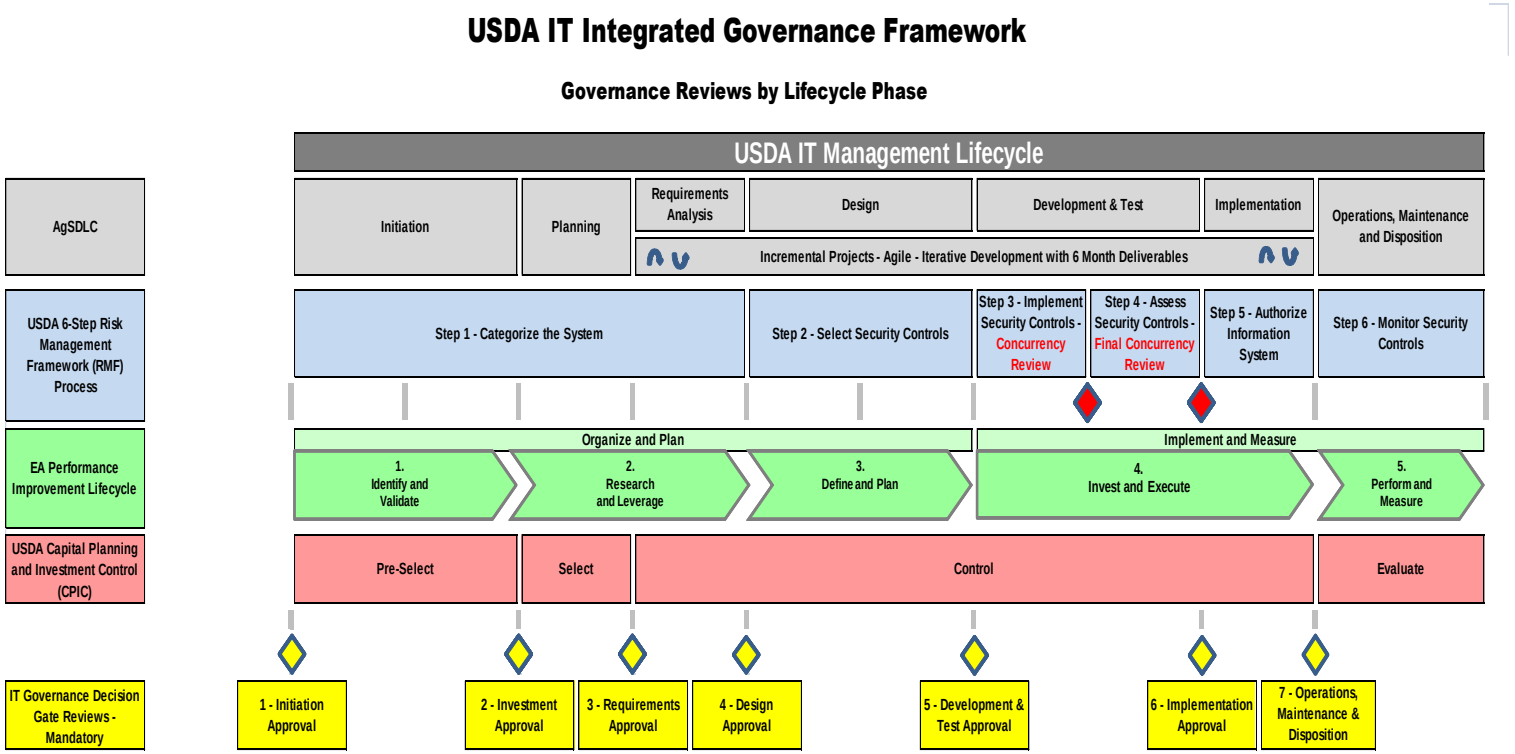

Figure D-1: IT Integrated Governance Framework – ensures oversight and accountability throughout the lifecycle of the investment

As the governance model and process matures, it will be critical to the successfully manage working groups and boards to ensure clearly defined roles, responsibilities, expected outcomes, and deliverable schedules that focus resources required to achieve results. Clear lines of sight through the review board and decision making process, and program management accountability will require more formalized approach with departmental charters for IT committees, councils, working groups, tiger teams and other collaborative activities in order to define linkages to IT decision-making processes.

Appendix E – Enterprise Roadmap

The current version of the *USDA Enterprise Roadmap* is posted on the OMB MAX Portal.

Appendix F – OMB Reporting Requirements

Information Resources Management (IRM) reporting requirements per OMB Memorandum M-13-09, *Fiscal Year 2013 PortfolioStat Guidance: Strengthening Federal IT Portfolio* Management, March 27, 2013:

Code	Description	Addressed in USDA IT Strategic Plan		
		Goal	Objective	Other
Note: The four-letter code for each of the following items has been included with content in the document where each item has been addressed.				
Agency Strategic Goals and Objectives				
AXXA	Identify agency strategic goals and objectives supported by the IRM strategic plan (AXXA)	1	1.1	Strategic Framework; Appendix A
AXXB	Describe how activities of the IRM Strategic Plan and Enterprise Roadmap advance these goals and objectives (AXXB)	1	1.2	Foreword; Methodology; Conclusion
Improving Services to Customers - Describe how your agency regularly evaluates existing and planned customer-facing services to:				
BXXA	Measure customer use and satisfaction through analytics and other approaches (BXXA)	3, 5	3.2, 3.3, 5.3	
BXXB	Improve usability, availability, and accessibility of services, including optimization of services for mobile use (BXXB)	2	2.1, 2.3, 2.4	
BXXC	Advance agency performance goals (BXXC)	3	3.1, 3.2, 3.3	
Governance and Management Processes - Describe the governance process the agency uses to ensure that current law and policy are followed when planning, prioritizing, funding, executing, and decommissioning IT investments. If there are differences in the way the governance process is implemented across organizational units, describe those differences and why they exist. At a minimum, address:				
CXXA	The scope of the governance process, including Investment Review Board and other Portfolio Governance Boards (as appropriate) along with delegation of authority to bureaus or other organizational units (as appropriate) (CXXA)	1	1.1	Mission Spotlight-Integrated Governance Lifecycle Management; Appendix D
CXXB	Which agency stakeholders are engaged, including "C"-level leadership (CXXB)	1	1.2	Appendix D
CXXC	The valuation methodology used to comparatively evaluate investments, including what criteria and areas are assessed (CXXC)	1	1.3	
CXXD	How the agency ensures investment decisions are mapped to agency goals and priorities (CXXD)	1	1.1	Appendix D
CXXE	A high-level description of the process used to assess proposed investments and make decisions, including frequency of meetings and how often the process is updated (CXXE)	1		Mission Spotlight-Integrated Governance Lifecycle Management; Appendix D
CXXF	How you coordinate between investment decisions, portfolio management, enterprise architecture, procurement, and software development methodologies (CXXF)	1		Appendix D
CXXG	Describe the agency's IT strategic sourcing plan, to include processes for addressing enterprise licenses (CXXG)	3	3.1	
CIO Authorities				
DXXA	Describe how the agency policies, procedures and authorities implement CIO authorities, consistent with			Submitted under separate cover.

Code	Description	Addressed in USDA IT Strategic Plan		
		Goal	Objective	Other
	OMB Memorandum 11-29, "Chief Information Officer Authorities" (DXXA)			
Cybersecurity Management				
EXXA	Summarize your agency's strategy to ensuring that IT investment and portfolio decisions align with the Administration's Cybersecurity Priority Capabilities and your agency's IT security goals, and how you will continue to strengthen this alignment (EXXA)	1	1.1	
EXXB	Describe your agency's approach to ensure all mission critical applications have the proper continuity of operation and disaster recovery capabilities such that the agency can support the proper level of continuity of Government operations in accordance with Federal statute and guidance (EXXB)	4	4.1, 4.2	Mission Spotlight-Federal Data Center Consolidation Initiative
Workforce				
FXXA	Summarize your agency's approach to IT human capital planning, including the ability to build a future ready workforce to support the agency's strategic goals and objectives (FXXA)	6	6.1, 6.2, 6.3	Mission Spotlight-IT Program Management Training and Certification
Managing Information as an Asset				
GXXA	Include how your agency will promote interoperability and openness throughout the information life cycle and properly safeguard information that may require additional protection. Specifically address how information collection and creation efforts, information system design, and data management and release practices will support interoperability and openness (GXXA)	2, 4.1, 4.2, 5	2.1, 2.2, 5.1 5.3, 5.4, 5.5 5.6	
GXXB	Describe how your agency ensures that personal information, including personally identifiable information (PII) and controlled, unclassified information (CUI), is accessible only to authorized personnel and how frequently these controls are verified (GXXB)	5	5.1, 5.4, 5.5, 5.6	
Commodity IT and Shared Services				
HXXA	Describe your agency's approach to maturing the IT portfolio, to include optimizing commodity IT (including data centers), rationalizing applications and adopting a service orientation approach (HXXA)	2, 3, 5	2.1, 2.2, 3.1, 3.2, 5.2, 5.3	Mission Spotlight-Federal Data Center Consolidation Initiative; Mission Spotlight-Tier 1 Service Desk Consolidation
HXXB	Describe the agency's plan to re-invest savings resulting from consolidations of commodity IT resources (including data centers) (HXXB)	3	3.1	
HXXC	Describe your agency's approach to maximizing use of inter-and intra-agency shared services (such as those enabled by common platforms and lines of business) and shared acquisition vehicles for commodity IT, such as those determined by the Strategic Sourcing Leadership Council, in order to reduce duplicative contract vehicles (HXXC)	3	3.1, 3.2, 3.3	Mission Spotlight-Federal Data Center Consolidation Initiative; Mission Spotlight-Tier 1 Service Desk Consolidation
Accessibility - Describe the agency's approach to:				
IXXA	Creating a diverse environment where individuals of all abilities can work, interact, and develop into leaders (IXXA)	6	6.2	
IXXB	Integrating accessibility considerations into the processes used in developing, procuring, maintaining, or	3	3.6	

Code	Description	Addressed in USDA IT Strategic Plan		
		Goal	Objective	Other
	using IT (IXXB)			
IXXC	Building workforce skills to support an environment where Section 508 requirements and responsibilities are well understood, communicated, implemented, and enforced (IXXC)	3	3.6	

Appendix G – USDA Agencies and Offices

USDA Agencies

Agricultural Marketing Service (AMS)
AMS facilitates the strategic marketing of agricultural products in domestic and international markets while ensuring fair trading practices and promoting a competitive and efficient marketplace. AMS constantly works to develop new marketing services to increase customer satisfaction.

Agricultural Research Service (ARS)
ARS is USDA's principal in-house research agency. ARS leads America towards a better future through agricultural research and information.

Animal and Plant Health Inspection Service (APHIS)
APHIS provides leadership in ensuring the health and care of animals and plants. The agency improves agricultural productivity and competitiveness and contributes to the national economy and the public health.

Center for Nutrition Policy and Promotion (CNPP)
CNPP works to improve the health and well-being of Americans by developing and promoting dietary guidance that links scientific research to the nutrition needs of consumers.

Economic Research Service (ERS)
ERS is USDA's principal social science research agency. Each year, ERS communicates research results and socioeconomic indicators via briefings, analyses for policymakers and their staffs, market analysis updates, and major reports.

Farm Service Agency (FSA)
The Farm Service Agency implements agricultural policy, administers credit and loan programs, and manages conservation, commodity, disaster, and farm marketing programs through a national network of offices.

Food and Nutrition Service (FNS)
FNS increases food security and reduces hunger in partnership with cooperating organizations by providing children and low-income people access to food, a healthy diet, and nutrition education in a manner that supports American agriculture and inspires public confidence.

Food Safety and Inspection Service (FSIS)
FSIS enhances public health and well-being by protecting the public from foodborne illness and ensuring that the Nation's meat, poultry, and egg products are safe, wholesome, and correctly packaged.

Foreign Agricultural Service (FAS)
FAS works to improve foreign market access for U.S. products. This USDA agency operates programs designed to build new markets and improve the competitive position of U.S. agriculture in the global marketplace.

Forest Service (FS)
FS sustains the health, diversity, and productivity of the Nation's forests and grasslands to meet the needs of present and future generations.

Grain Inspection, Packers and Stockyards Administration (GIPSA)
GIPSA facilitates the marketing of livestock, poultry, meat, cereals, oilseeds, and related agricultural products. It also promotes fair and competitive trading practices for the overall benefit of consumers and American agriculture. GIPSA ensures open and competitive markets for livestock, poultry, and meat by investigating and monitoring industry trade practices.

National Agricultural Library (NAL)
NAL ensures and enhances access to agricultural information for a better quality of life.

National Agricultural Statistics Service (NASS)
NASS serves the basic agricultural and rural data needs of the country by providing objective, important, and accurate statistical information and services to farmers, ranchers, agribusinesses, and public officials. This data is vital to monitoring the ever-changing agricultural sector and carrying out farm policy.

National Institute of Food and Agriculture (NIFA)
NIFA's unique mission is to advance knowledge for agriculture, the environment, human health and well-being, and communities by supporting research, education, and extension programs in the Land-Grant University System and other partner organizations. NIFA does not perform actual research, education, and extension, but rather helps fund programs at the state and local level and provides program leadership in these areas.

Natural Resources Conservation Service (NRCS)
NRCS provides leadership in a partnership effort to help people conserve, maintain, and improve our natural resources and environment.

Risk Management Agency (RMA)
RMA helps to ensure that farmers have the financial tools necessary to manage their agricultural risks. RMA provides coverage through the Federal Crop Insurance Corporation, which promotes national welfare by improving the economic stability of agriculture.

Rural Development (RD)
RD helps rural areas to develop and grow by offering Federal assistance that improves quality of life. RD targets communities in need and then empowers them with financial and technical resources.

USDA Offices

Departmental Management (DM)
DM provides central administrative management support to Department officials and coordinates administrative programs and services.

National Appeals Division (NAD)
NAD conducts impartial administrative appeal hearings of adverse program decisions made by

USDA and reviews of determinations issued by NAD hearing officers when requested by a party to the appeal.

Office of Advocacy and Outreach (OAO)
OAO was established by the 2008 Farm bill to improve access to USDA programs and to improve the viability and profitability of small farms and ranches, beginning farmers and ranchers, and socially disadvantaged farmers or ranchers. OAO develops and implements plans to coordinate outreach activities and services provided by the Department through working collaboratively with the field base agencies, and continually assessing the effectiveness of its outreach programs.

Office of the Assistant Secretary for Civil Rights (OASCR)
OASCR's mission is to facilitate the fair and equitable treatment of USDA customers and employees, while ensuring the delivery and enforcement of civil rights programs and activities. OASCR ensures compliance with applicable laws, regulations, and policies for USDA customers and employees regardless of race, color, national origin, sex (including gender identity and expression), religion, age, disability, sexual orientation, marital or familial status, political beliefs, parental status, protected genetic information, or because all or part of an individual's income is derived from any public assistance program. (Not all bases apply to all programs.)

Office of Budget and Program Analysis (OBPA)
OBPA provides centralized coordination and direction for the Department's budget, legislative, and regulatory functions. It also provides analysis and evaluation to support the implementation of critical policies. OBPA administers the Department's budgetary functions and develops and presents budget-related matters to Congress, the news media, and the public.

Office of the Chief Economist (OCE)
OCE advises the Secretary on the economic situation in agricultural markets and the economic implications of policies and programs affecting American agriculture and rural communities. OCE serves as the focal point for economic intelligence and analysis related to agricultural markets and for risk assessment and cost-benefit analysis related to Departmental regulations affecting food and agriculture.

Office of the Chief Financial Officer (OCFO)
OCFO shapes an environment for USDA officials eliciting the high-quality financial performance needed to make and implement effective policy, management, stewardship, and program decisions.

Office of the Chief Information Officer (OCIO)
OCIO has the primary responsibility for the supervision and coordination of the design, acquisition, maintenance, use, and disposal of information technology by USDA agencies. OCIO's strategically acquires and uses information technology resources to improve the quality, timeliness, and cost-effectiveness of USDA services.

Office of the Chief Scientist (OCS)
OCS provides scientific leadership to the Department by ensuring that research supported by and scientific advice provided to the Department and its stakeholders is held to the highest

standards of intellectual rigor and scientific integrity. It also identifies and prioritizes Department-wide agricultural research, education, and extension needs.

Office of Communications (OC)
OC is USDA's central source of public information. The office provides centralized information services using the latest, most effective and efficient technology and standards for communication. It also provides the leadership, coordination, expertise, and counsel needed to develop the strategies, products, and services that are used to describe USDA initiatives, programs, and functions to the public.

Office of Congressional Relations (OCR)
OCR serves as the USDA's liaison with Congress. OCR works closely with members and staffs of various House and Senate Committees to communicate the USDA's legislative agenda and budget proposals.

Office of Environmental Markets (OEM)
OEM supports the development of emerging markets for carbon, water quality, wetlands, and biodiversity.

Office of the Executive Secretariat (OES)
OES ensures that all Department officials are included in the correspondence drafting and policy-making process through a managed clearance and control system. Keeping policy officials informed of executive documents enhances the Secretary's ability to review sound and thought out policy recommendations before making final decisions.

Faith-Based and Neighborhood Partnerships (FBNP)
USDA has a long history of working with faith-based and community organizations to help those in need, by providing federal assistance through domestic nutrition assistance programs, international food aid, rural development opportunities, and natural resource conservation.

Office of the Inspector General (OIG)
OIG investigates allegations of crime against the Department's programs, and promotes the economy and efficiency of its operations.

Office of the General Counsel (OGC)
The Office of the General Counsel (OGC) is an independent legal agency that provides legal advice and services to the Secretary of Agriculture and to all other officials and agencies of the Department with respect to all USDA programs and activities.

Office of Tribal Relations (OTR)
The Office of Tribal Relations is located in the Office of the Secretary, and is responsible for government-to-government relations between USDA and tribal governments.